

WORK-FAMILY AND GROWTH INTENTIONS

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Thesis

Building a Bridge between Work-family Issues and Growth Intentions of Female Entrepreneurs

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Table of Contents

1. Introduction.....	1
2. Literature Review.....	3
2.1 Work-family Issues.....	3
2.1.1 <i>Definition and directions.</i>	4
2.2 Key Factors Affecting Venture Growth.....	8
2.2.1 <i>Intentions to seek venture growth.</i>	8
3. Conceptual Development	11
3.1 WF Conflict In Relation To Attitude Toward Growth And Perceived Control Over Growth	12
3.2 Family-to-work Enrichment, Perceived Control, and Growth Intention	15
3.3 Delegation-based Management Strategy.....	19
4. Methodology	20
4.1 Data Collection and Sample	20
4.2 Measures.....	22
4.3 Pilot Study	28
4.4 Results.....	28
<i>Pilot study</i>	28
<i>Factor analysis – TPB & role-sharing strategy</i>	30
<i>Correlation & Hypotheses testing</i>	32
<i>Regression analysis</i>	34
<i>PROCESS analysis</i>	35
5. Discussion	37
5.1 <i>Limitations</i>	38
5.2 <i>Conclusion & Contribution</i>	39
References.....	40
Appendix A	49

Abstract

Employing a sample of 116 female entrepreneurs, this study investigated how work-family issues, including work-family conflict and enrichment, relate to their intention to grow the business that they own or co-own. Results suggest that family-to-work enrichment directly related to female entrepreneurs' business growth intentions, and important family members seems highly salient to female entrepreneurs' business growth decisions.

Keywords: work-family conflict, family-to-work enrichment, growth intention.

Building a Bridge between Work-family Issues and Growth Intentions of Female Entrepreneurs

1. Introduction

Small and medium-sized enterprises (SMEs) represent the majority (89.9%) of employer businesses in Canada (Industry Canada, 2013). In 2011, small businesses accounted for approximately 27 percent of Canada's GDP. This level of contribution has remained consistent over the past decade (Industry Canada, 2013). In particular, the number of female-owned SMEs is growing and female entrepreneurs are becoming important contributors to the economic growth in Canada, with females accounting for about 17.5 percent of SMEs owners (Industry Canada, 2013; Jung, 2010). However, compared to male-owned businesses, female-owned businesses are less successful in terms of growth, sales and revenues, which may be due to a lack of access to resources and external financing (Jung, 2010; Loscocco, Robinson, Hall, & Allen, 1991; Powell, & Eddleston, 2008, 2013). Interestingly, female entrepreneurs who show growth intentions tend to have better business performance compared to those who do not have growth intentions (Jung, 2010). Thus, understanding why some female entrepreneurs have stronger growth intention than others may help identify how female entrepreneurs may more easily grow their ventures.

Previous work has suggested that female entrepreneurs' intentions to seek venture growth, including attitudes toward business growth, opinions of their spouse and perceived behavioural control over growing the business, could lead to

continuous business success (Orser, & Hogarth-Scott, 2002). In addition, different strategies adopted by female entrepreneurs avoiding work-family (WF) conflict may vary the level of venture performance (Shelton, 2006). WF issues, including work-family conflict and family-to-work enrichment, have a greater impact on women including female entrepreneurs compared to their male counterparts (Powell, & Eddleston, 2013; Van Steenbergen, Ellemers, & Mooijaart, 2007). Compared to males, females' entrepreneurial efforts and decisions may be more likely to be subject to WF conflict (when work and family roles interfere with each other) and enrichment (when work and family roles benefit each other). The reason may be that different from male entrepreneurs who do not rely much on family resources (Orser, & Hogarth-Scott, 2002; Powell, & Eddleston, 2013), important resources (e.g. time, financial capital, skills) lost and gained in the family role are expected to have a significant influence on female entrepreneurs' capability to achieve higher business growth (Aldrich, & Cliff, 2003; Powell, & Eddleston, 2013).

Family experiences of female entrepreneurs may have the potential to explain at least some of the variation in their growth intentions. However, the limited literature on female entrepreneurship has yet to formally test how and why WF conflict or enrichment experienced by female entrepreneurs relates to their growth intentions, nor has it examined how delegation-based WF strategies could help female entrepreneurs avoid WF conflict. Answering these important questions will help female entrepreneurs to identify what kinds of resources they need, how to get the required resources from the family domain to achieve business goals, and how to avoid WF conflict.

The purpose of this thesis is (1) to examine how and why females' experience of WF conflict and enrichment would relate to their growth intentions, and (2) to assess whether a delegation-based "role-sharing" strategy (Shelton, 2006) can help to avoid the WF conflict that would hamper entrepreneurial growth intentions. It is proposed that WF issues are salient to the growth intention of female entrepreneurs. First, WF conflict may make women think they have insufficient resources to successfully juggle family and business demands, particularly if the business were to grow, resulting in unfavourable attitudes toward venture growth and low behavioural control. Secondly, emotional sustenance, time, financial resources and skills (e.g., delegation and opportunity recognition) gained from the family domain may provide female entrepreneurs with stronger behavioural control, which makes it easier for them to grow their businesses. Lastly, delegation-based role-sharing strategy may be preferred for female entrepreneurs in avoiding WF conflict, potentially leading to higher levels of growth intentions.

2. Literature Review

2.1 Work-family Issues

WF conflict and enrichment are all related to work performance. The lower the levels of WF conflict and the higher the levels of WF enrichment an individual experiences, the better the work performance may be achieved (e.g. Carlson, Kacmar, Zivnuska, Ferguson, & Whitten, 2011; Lim, Song, & Choi, 2012; Odle-Dusseau, Britt, & Greene-Shortridge, 2012). For female entrepreneurs, WF conflict involves insufficient resources to be successful in their business and family roles,

while enrichment implies that one role produces resources to be more successful in the other role.

2.1.1 Definition and directions.

Work-family Conflict

According to Scarcity Theory (Frone, Russell, & Cooper, 1992), each person has limited time, energy and attention. Therefore, the devotion of attention to multiple roles can lead to stress and conflict among different roles. WF conflict occurs when the work (family) role makes it difficult to achieve goals or responsibilities in the family (work) role (Greenhaus, & Beutell, 1985). Essentially, WF conflict refers to “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect.” (Greenhaus, & Beutell, 1985, p. 7).

WF conflict has two directions: work-to-family conflict (work interference with family) and family-to-work conflict (family interference with work) (Carlson, Kacmar, & Williams, 2000; Greenhaus, & Beutell, 1985). For example, motivated female entrepreneurs tend to invest additional time into their businesses in order to acquire necessary resources for further growth (Shelton, 2006). Longer hours of work due to seeking business expansion or resources may lead to higher stress levels, increasing work-to-family conflict (Orser, & Hogarth-Scott, 2002; Shelton, 2006). Also, time spent in childcare has a negative impact on self-employment duration (Williams, 2004), resulting in family-to-work conflict.

Greenhaus and Beutell (1985) identified three major types of work–family conflict: time-based conflict, strain-based conflict and behaviour-based conflict. Time-based conflict may occur when time pressure generated from one role makes it difficult to meet expectations or requirements from the other role. Strain-based conflict suggests stressful experience including anxiety, tension, fatigue, and irritability from one domain transferred to, or affects one’s ability to perform in, the other domain. Behaviour-based conflict occurs when behaviours required in one role are incompatible with the behaviours needed in the other role. Incompatible behaviours do not clearly reflect resources gained or lost between business and family roles, as indicated in time-based conflict and strain-based conflict. Therefore, both directions of behaviour-based conflict were not considered.

Work-family Enrichment

Based on Role Expansion Theory (Wayne, Musisca, & Fleeson, 2004), participation in different roles can produce additive effects, which will improve organizational commitment, higher job satisfaction, personal growth, and even better health. WF enrichment construct shows how work and family roles can benefit each other (Greenhaus, & Powell, 2006). More specifically, it is defined as “the extent to which an individual's engagement in one life domain (i.e., work/family) provides gains (i.e., developmental, affective, capital, or efficiency) which contribute to enhanced functioning of another life domain (i.e., family/work)” (Wayne, Grzywacz, Carlson, & Kacmar, 2007, p.64).

Same as WF conflict, WF enrichment also has two directions: work-to-family enrichment and family-to-work enrichment (Van Steenbergen, Ellemers, &

Mooijaart, 2007). For instance, “having a positive emotional experience in the workplace was correlated with feeling content with one’s family” (Dunn, & O’Brien, 2013, p. 638), which is an example of work-to-family enrichment. In turn, being a parent at home helps to develop greater patience, relating better to others at work (Ruderman, Ohlott, Panzer, & King, 2002), which is an example of family-to-work enrichment.

There are four major types of WF enrichment, including energy-based, time-based, behavioural and psychological enrichment (Van Steenbergen, Ellemers, & Mooijaart, 2007). Energy-based enrichment suggests that psychological resources gained in one role can help to improve or expand the energy required in the other role. A happy family life at home could help to relax and recharge for work in the next day. Time-based enrichment means that role requirements in one role can help to improve time management related skills, therefore helping to better achieve goals in another role. Behavioural enrichment talks about behavioural related resources gained in one role (e.g., communication skills) could be transformed and used in another role in order to better meet role requirements. Lastly, psychological enrichment indicates that an individual tends to see a bigger picture when he or she has more than one role and put things into perspective, therefore helping to better achieve goals or buffer conflicts within a certain role.

Furthermore, there are two paths in terms of the direction of family-to-work enrichment, including affective and instrumental paths (Greenhaus, & Powell, 2006). The affective path means psychological or emotional resources (Powell, & Eddleston, 2013) in the family role either have a direct effect on positive within the

family role, or have an indirect effect through high performance, leading to high performance in the work role. The instrumental path refers to resources (e.g., skills) generated in the family role directly promote high performance in the work role. In particular, instrumental family-to-work enrichment focuses on resources like skills, social capital, psychological and material resources, including money and gifts obtained from the family role (Greenhaus, & Powell, 2006). The affective path is consistent with the energy-based WF enrichment, while the instrumental path is identical to the time-based WF enrichment, psychological enrichment and behavioural enrichment introduced by Van Steenbergen, Ellemers, and Mooijaart (2007). Both paths can promote positive affect in the work role because of the improved job performance. As concluded by Carlson, Kacmar, Wayne and Grzywacz (2006), “enrichment occurs when resources (skills and perspectives, flexibility, psychological and physical social-capital, and material resources) gained from one role either directly improve performance in the other role, referred to as the instrumental path, or indirectly through their influence on positive affect, the affective path.” (p. 132-133).

Powell & Eddleston (2013) measured construct family-to-business support, which means financial or other supports from family domain that are directly related to business growth. Specifically, family-to-business support positively affects entrepreneurial success in three ways, including “security blanket” (protect the survival of business in terms of financial capital); feedback as well as advice about business problems; and emotional sustenance (Powell, & Eddleston, 2013). Since family-to-business support also focuses on resources gained from the family domain

such as capital and psychological resources, this construct fits in instrumental family-to-work enrichment.

2.2 Key Factors Affecting Venture Growth

Venture growth has also been regarded as business growth or entrepreneurial growth, which refers to the growth in sales, revenues, profits, employment, salary mass, job creation or other financial variables (Neville, Orser, Riding, & Jung, 2014; Powell, & Eddleston, 2013; Shelton, 2006). Venture growth is a measurable and firm-level outcome that reflects personal and market performance gains (Kirzner, 1985), and the essence of entrepreneurship (Covin, & Slevin, 1997). Key factors affecting venture growth, which could potentially be influenced by WF issues, include intentions to seek venture growth (Orser, & Hogarth-Scott, 2002), resources (Becker, 1993), and important characteristics of successful entrepreneurs (Baum, & Locke, 2004; Gundry, & Kickul, 2007). Also, resources and important characteristics of successful entrepreneurs can potentially influence growth intention.

2.2.1 Intentions to seek venture growth.

Theory of planned behaviour, or “Ajzen/ Fishbein Model”, is today’s dominant attitude theory, which explains how an individual’s attitudes can influence behaviour (Schwenk, & Möser, 2009). “The theory of planned behaviour is an extension of the theory of reasoned action” (Ajzen, 1991, p 181). According to the theory of reasoned action, an individual’s intention to act includes two dimensions: personal factors (attitude or belief) and interpersonal factors (subjective norm: e.g., perceived beliefs of important others) (Ajzen, 1991; Laschinger, & Goldenberg,

1993). Attitude refers to “the degree to which a person has a favourable or unfavourable evaluation or appraisal of the behaviour in question” (Ajzen, 1991, p 188), which indicates the degree to which a female entrepreneur has a favourable or unfavourable evaluation of the venture growth behaviour. Subjective norms refer to “the perceived social pressure to perform or not to perform the behaviour” (Ajzen, 1991, p 188). For example, if people who are important (e.g., a spouse) for the decision makers in life consider certain behaviour to be worthwhile, they are more likely to conduct that behaviour (Laschinger, & Goldenberg, 1993). In the context of business growth intentions, subjective norms would refer to whether people important to the female entrepreneur would want her to grow her business.

Based on the Theory of Reasoned Action, the theory of planned behaviour further included “perceived control” as another dimension influencing decision-making, as shown in Figure 1 below. Perceived control refers to “the perceived ease or difficulty of performing the behaviour” (Ajzen, 1991, p 188). The actual performance of certain behaviour requires non-motivational factors as well, including opportunities and resources to ensure real-world success (Ajzen, 1985). Perceived control evaluates whether female entrepreneurs have what it takes to grow their businesses. Combining intentions and perceived control, the theory of planned behaviour can be used to predict behaviour with high accuracy (Ajzen, 1991). As a general rule, the more favourable the attitude to a behaviour and the perceived behavioural control, the stronger should be an individual’s intention to perform the behaviour under consideration (Ajzen, 1991).

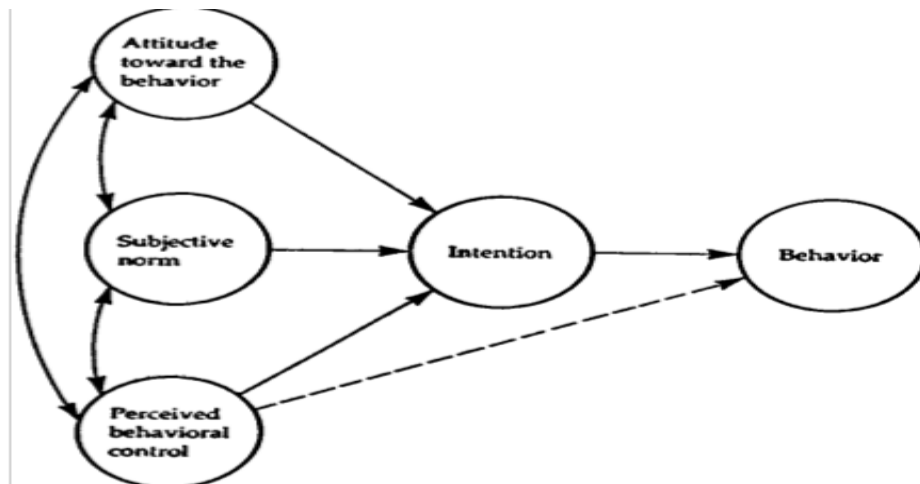


Figure 1. Theory of Planned Behaviour

Integrating the Theory of Planned Behaviour with entrepreneurial decision-making, Orser and Hogarth-Scott (2002) suggested that entrepreneurs' growth decision is determined by attitudes (attractiveness and evaluations of perceived outcomes of growth), subjective norms (opinions of the important others in life), and perceived control (the likelihood of success as well as the ability to marshal resources). Female entrepreneurs seem to value family time, personal balance, stress levels and spousal support more than their male counterparts (Orser, & Hogarth-Scott, 2002). Their self-efficacy, which reflects their own conclusion about their capacity for business growth based on past experiences (Baum, & Locke, 2004), tend to be positively related to their growth intentions (Ajzen, 1991; Eythórsdóttir, & Neergaard, H; Li, & Lo, 2012). Female entrepreneurs who have high levels of entrepreneurial self-efficacy are self-confident in their abilities required to seek business growth and would be more motivated to do so (Baum, & Locke, 2004; Campo, 2011), therefore leading to high perceived behavioural control over business growth. As a result, entrepreneurs' intentions to seek venture growth leads to subsequent actual business growth (Orser, & Hogarth-Scott, 2002).

3. Conceptual Development

Overall, female entrepreneurs seem particularly susceptible to WF issues (Orser, & Hogarth-Scott, 2002; Powell, & Eddleston, 2013). On one hand, WF conflict seems to affect women more than men (Van Steenbergen, Ellemers, & Mooijaart, 2007). On the other hand, resources from family domain are especially important for female entrepreneurs (Aldrich, 1989; Morris, Miyasaki, Watters, & Coombes, 2006), since female entrepreneurs lack resources required for business growth due to the lack of accessibility to gain resources compared to their male counterparts (Orser, & Hogarth-Scott, 2002; Powell, & Eddleston, 2013). Lastly, although family responsibility and business expansion require time and energy that may lead to WF conflict, delegation-based role-sharing strategy could serve to avoid such conflict (Aldrich, & Cliff, 2003; Shelton, 2006). Adopted from the theory of planned behavior, the theoretical model developed in this thesis can be depicted as shown in Figure 2 below.

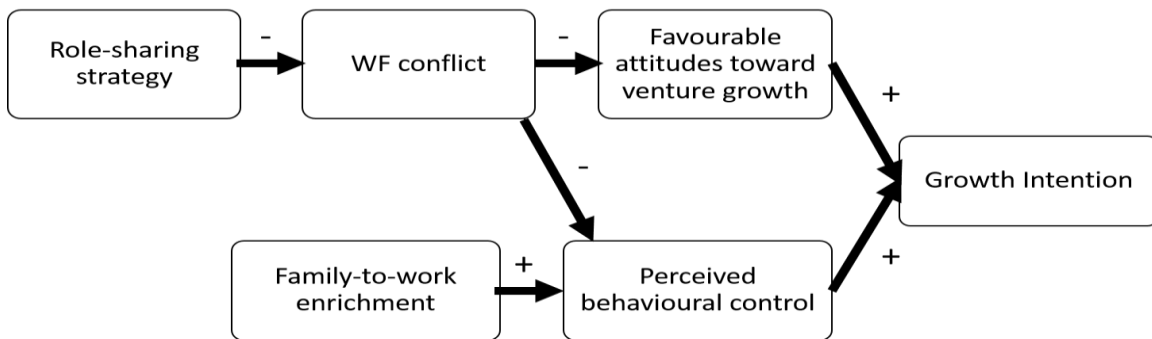


Figure 2. Relationships between WF issues and growth intention.

Attitude and perceived control are the two aspects of TPB that are most salient to WF issues, therefore we focused on the relationships between WF issues and growth intention through female entrepreneurs' attitudes toward growth and their perceived behavioural control over growth. Since WF issues are not likely to influence subjective norm directly, this variable was controlled in the data analysis.

This model fills important literature gaps by linking family-to-work conflict, work-to-family conflict and family-to-work enrichment to attitudes toward venture growth and perceived behavioural control, influencing growth intentions of female entrepreneurs. This section explains how WF conflict and family-to-work enrichment can be predictors of growth intentions of female entrepreneurs separately. A delegation-based management role-sharing strategy was also considered to see whether growth intention could be further inspired due to the lower level of WF conflict.

3.1 WF Conflict In Relation To Attitude Toward Growth And Perceived Control Over Growth

WF Conflict, irrespective of its direction, means that business role and family role are incompatible with each other, indicating it's hard for female entrepreneurs to successfully address their business and family needs. So, they may dislike the idea of growing their business, because it's too stressful for them to do so. Doing so would further reduce their resources (time, energy), thus exacerbating each direction of conflict.

Such reasoning could affect a woman's attitude towards business growth (Orser, & Hogarth-Scott, 2002). When seeking further venture growth, it is

important for female entrepreneurs to consider family-role salience and family responsibilities such as taking care of children in order to balance family and business needs. Family demands of female entrepreneurs tend to lead to family-to-work conflict, resulting in stress, decreased human capital as well as lower business performance (Eddleston, & Powell, 2012; Parasuraman, Purohit, Godshalk, & Beutell, 1996; Parasuraman, & Simmers, 2001; Rothausen, 2009; Shelton, 2006). Since higher stress level challenges their ability to balance business and family needs, especially for those who value both roles, female entrepreneurs may view venture creation negatively if they experience higher levels of family-to-work conflict.

Hypothesis 1a: A female entrepreneur's experience of family-to-work conflict will be negatively related to her favourable attitude towards venture growth.

Also, female entrepreneurs could not spend as much time with their family as they would like because of business expansion, causing work-to-family conflict. As a result, the personal well-being and the quality of family life may suffer, making them less interested in growing their businesses.

Hypothesis 1b: A female entrepreneur's experience of work-to-family conflict will be negatively related to her favourable attitude towards venture growth.

Even if female entrepreneurs like the idea of growing their business, they may be unable to invest extra time and energy into business expansion because they are exhausted from family responsibilities, as a result of family-to-work conflict.

The insufficient time and energy would likely make female entrepreneurs feel

they lack what it takes to grow their businesses. Without time and energy, it is not realistic for them to reach their business expansion goals while taking good care of their families.

Hypothesis 2a: A female entrepreneur's experience of family-to-work conflict will be negatively related to her perceived behavioural control.

In addition, work-to-family conflict may elicit serious emotional reactions and resulted in work-related stress and burnout (Amstad, et al., 2011). If female entrepreneurs' workload is responsible for having limited time with their families (WFC), they may feel like deviating from the original business expansion plan due to the feelings of uncontrollable time and resources available.

Hypothesis 2b: A female entrepreneur's experience of work-to-family conflict will be negatively related to her perceived behavioural control.

Based on the theory of planned behaviour, female entrepreneurs' favourable attitude toward growth and their perceived behavioural control over growth are important predictors of their intention to pursue venture growth (Orser, & Hogarth - Scott, 2002). Female entrepreneurs are more likely to seek venture growth when holding favorable attitudes toward venture growth outcomes, and when they believe that they are capable enough to achieve desirable venture outcomes. Thus, it is reasonable to expect that both directions of WF conflict and growth intention to be mediated by growth attitude and perceived behavioural control over growth.

Hypothesis 3a: The negative relationship between female entrepreneurs' experience of both directions of work-family conflict and their growth intention will be mediated by growth attitude.

Hypothesis 3b: The negative relationship between female entrepreneurs' experience of both directions of work-family conflict and their growth intention will be mediated by perceived behavioural control.

3.2 Family-to-work Enrichment, Perceived Control, and Growth Intention

"The more resources and opportunities individuals believe they possess, and the fewer obstacles or impediments they anticipate, the greater should be their perceived control over the behaviour"(Ajzen, 1991, P. 196). Potential determinants of perceived behavioural control include spousal or partner support, and resources including financial capital, emotional sustenance, advices/skills as well as time (Orser, & Hogarth-Scott, 2002). Female entrepreneurs lack resources required for business growth from social networks or banks when compared to their male counterparts, so resources generated from family domain will play a more important role during their venture expansion (Orser, & Hogarth-Scott, 2002; Powell, & Eddleston, 2013).

Female entrepreneurs benefit from the linkages of WF enrichment to entrepreneurial success (Powell, & Eddleston, 2013). Family-to-work enrichment focuses on resources, such as positive emotions and skills transferred from the family domain to the work domain, ensuring the possibility to achieve motivational goals in the reality (Aldrich, & Cliff, 2003; Orser, & Hogarth-Scott, 2002; Powell, &

Eddleston, 2013).

Indirect business-related resources such as emotional sustenance could be gained from affective FWE or energy-based FWE to improve resource-marshaled abilities. Emotional sustenance could further result in creativity that helps to recognize business opportunities; in improved ability to acquire resources, expand skills and make effective decisions; and in an optimistic bias that improves opportunity recognition ability in the environment (Baron, 2008; Busenitz, & Barney, 1997; Powell, & Eddleston, 2013; Simon et al., 2000). Also, psychological FWE could help women to put business challenges into perspective (Van Steenbergen, Ellemers, & Mooijaart, 2007) and may stimulate positive affects including motivation and business engagement of female entrepreneurs (Powell, & Eddleston, 2013). Positive affects tend to lead to higher levels of expectancy, which explains that individuals will be motivated to put forth effort if they believe that their effort will result in ideal results (Erez, & Isen, 2002). Happy female entrepreneurs are more able to see the connections between their levels of invested effort and their likely performances that could result from them. As a result, they may be more motivated to invest effort (i.e., engage in their business growth) with the expectation that it will lead to more economic benefits yet will not interfere with their family life.

In addition, skills trained in the family domain can improve female entrepreneurs' ability to solve business-related problems. For instance, time-based FWE could provide them with time management skill and enable them to increase time utilization, therefore balancing work as well as family needs. Female

entrepreneurs may also gain other business-related skills from behavioural FWE. For example, they may learn how to listen and find out problem through communicating with staffs based on their communication with spouse or children. Lastly, self-employed women reported better health and higher levels of well-being, since work is “self-chosen”, they could better experience the beneficial outcomes of combining work and family, therefore having higher levels of WF enrichment (Heilman, & Chen, 2003; Tuttle, & Garr, 2009).

Family members also provide female entrepreneurs with direct business-related financial resources or business related suggestions that are necessary for greater venture growth (Powell, & Eddleston, 2013). Financial resources from the family domain appear to be of particular importance to female entrepreneurs, since they face difficulties obtaining enough financial support such as debt financing compared to their male counterparts (Jung, 2010; Powell, & Eddleston, 2013). Such family-provided resources and others that are directly salient to helping female entrepreneurs run their business are referred to as family-to-business support (Powell & Eddleston, 2013).

In conclusion, family-to-work enrichment and family-to-business support can provide female entrepreneurs with the necessary resources for business growth, therefore enhancing their perceived control over venture growth.

Hypothesis 4a: A female entrepreneur’s experience of family-to-work enrichment and family support will be positively related to her perceived

behavioural control.

According to the theory of planned behaviour (Ajzen, 1991), perceived control focuses on the perception of the ease or difficulty of seeking business growth, and resources gained from the family domain may make them feel more confident about their business growth decisions, therefore leading to higher growth intentions. It is expected that the positive relationship between FWE and family support with growth intention to be mediated by perceived behavioural control over growth.

Hypothesis 4b: The positive relationship between female entrepreneurs' experience of family-to-work enrichment and support with their growth intention will be mediated by perceived behavioural control.

There was insufficient reason to expect WFE to relate to perceived behavioural control. This thesis focuses on the relationship between WF issues and growth intention. Benefiting one's family experience from work is not relevant to this topic, because the improved involvement or performance in the family role could not directly improve female entrepreneurs' business growth intentions. In addition, neither WFE nor FWE were expected to relate to growth attitude. Female entrepreneurs who experience both directions of WF enrichment may not be interested in the idea of growing their businesses, especially if they are lifestyle entrepreneurs. A "lifestyle" entrepreneur owns and operates a business in order to strike a good balance of activities in life, and not for the sole purpose of making profits, so they tend to keep their businesses at certain scales instead of continuing to search for business growth (Shelton, 2006).

3.3 Delegation-based Management Strategy

WF management strategy is suggested as a significant determinant of venture performance (Shelton, 2006). Female entrepreneurs who achieve higher venture success may reduce WF conflict more effectively through strategies matching both internal needs and external resources than less successful female entrepreneurs (Powell, & Eddleston, 2013; Shelton, 2006). Among all the WF management strategies, it is proposed that role-sharing strategy is the ideal one (Shelton, 2006).

The role-sharing strategy construct was developed from a WF conflict perspective, in which role-sharing strategy means either delegating venture role or delegating family role (reduce responsibilities), since it is assumed that people have limited time and energy (Shelton, 2006). Role-sharing strategy could be achieved through delegation in both business and family domain, such as empowering subordinates for venture role delegation; and hiring assistance with childcare and household chores for family role delegation (Hornsby, & Kuratko 2003, 1990; Shelton, 2006).

It is highly unlikely for female entrepreneurs to use role elimination strategy because they value both the work role and family role and will not give up either of the roles (Shelton, 2006). Therefore, delegation-based management strategy-role-sharing is preferred, since it will allow female entrepreneurs to enjoy the enhancement of both work and family roles while reducing the level of WF conflict (Shelton, 2006). Especially for high-growth oriented female entrepreneurs who are ambitious and motivated to start and develop larger, highly visible, and more valuable firms (Henderson, 2002; Shelton, 2006), both internal and external help

should be used to delegate work and family role responsibilities, balancing work and family needs.

Therefore, role-sharing strategy can potentially lower the levels of WF conflict by reducing either venture role demands or family role demands. Considering the previously argued negative relationships between WF conflict and growth intention, one could expect reduced or avoided WF conflict to mediate a positive relationship between the use of such strategies and growth intentions.

Hypothesis 5: Female entrepreneurs who use more delegation-based role-sharing strategies for family and business roles will report less WF conflict, which in turn would lead to higher growth intention.

4. Methodology

4.1 Data Collection and Sample

Our target population was Canadian female entrepreneurs who are both Chief Executive Officer (CEO) and owner (or co-owner) of their business, have less than 500 full-time employees, and have family demands, including having at least one school-aged child, and/or a live-in partner/spouse, and/or elderly parents/close family members who require weekly care. In order to examine the relationships between WF issues and business growth intentions, it was necessary for the participants to have family demands as well as the power to make business growth decisions in their SMEs, so we included only female entrepreneurs who met the criteria above.

Participants in this study were first recruited through a partnership among

Telfer School of Management at the University of Ottawa, The Canadian Advanced Technology Alliance (CATAAlliance) and its CanWIT (Women in Tech) Division, and U.S. based Springboard Enterprises. The partnership aims to help find answers to the entrepreneurship gender gap in Canada, and this study specifically helps to explain how and why females' WF issues may influence their business growth intentions, providing insights on why females are less likely to seek growth compared to their male counterparts. More participants were then recruited through postings and communications made through websites and online social media discussion groups (e.g., LinkedIn, Facebook), of multiple entrepreneurship-focused professional associations and interest groups across Canada, as well as two chambers of commerce in Eastern Canada. Females who were interested in the survey were led to a general information page explaining the study in detail on Qualtrics. After consent, participants voluntarily completed our questionnaire on their own computer.

225 questionnaires were returned, with 116 useable responses. 109 responses were not kept because the respondents were males, did not own a business, or did not have family demands. Overall, 18.3% of the respondents had at least one child under age 5, 19.1% had at least one child between the ages of 6 and 10, 22.6% had at least one child between the ages of 11 and 15, and 33.9% had at least one child above age 16 or older. Also, 28.45% of the respondents had at least one elderly parent or close family members who require weekly care. Most of our respondents were either cohabiting or married (87.93%). For education level, 4.3% of the respondents had secondary education, 13.8% had some university or college

degree, 39.7% had an undergraduate degree, and 39.6% had a master's degree or higher. On average, the respondents were 46.43 (SD=11.22) years old and had 14.88 (SD=9.60) years of work experience in the related industry. Almost half (47.60%) of all the firms are young businesses that are less than 5 years old, with a median firm age of 4 years and an average firm age of 9.92 (SD=13.13) years. Most of our respondents devoted 45-54 hours to business weekly (25%), and had 1-9 full-time employees (57.8%). 61.2% respondents considered themselves as a lifestyle entrepreneur, while 71.6% considered themselves as a growth-oriented entrepreneur, who are highly focused on growing their businesses (Shelton, 2006). 56.9% of the respondents reported having a home-based business (the business primarily operates from your home), and 43.97% indicated having family members working in the business. Finally, the two most frequently represented sectors were service (22.4%), and technology (19%).

4.2 Measures

Work-Family Conflict. We modified Carlson, Kacmar, and Williams's (2000) WF scale to measure both the directions of WF conflict, including time-based and strain-based WF conflict. In order to fit in entrepreneurial context, the term "work" was changed to "business" where necessary. Three items were used to measure each dimension of conflict (time-based WFC, time-based FWC, strain-based WFC, and strain-based FWC). Sample items included "The time I must devote to my business keeps me from participating equally in the household" (time-based WFC) and "Tension and anxiety from my family life often weakens my ability to effectively run my business" (strain-based FWC). Respondents rated the extent to which they

agreed with the statements on a 5-point Likert-type response scale, with higher scores indicating more conflict (1=strongly disagree, 5 = strongly agree). Items from time-based and strain-based were averaged to yield a work-to-family score and family-to-work score separately. The Cronbach's alpha reliability estimates were .88 for WFC and were .93 for FWC.

Family-to-work Enrichment. We modified Van Steenbergen, Ellemers, and Mooijaart's (2007) family-to-work enrichment scale to measure FWE. The term "work" was replaced with "business" where necessary. The scale had four dimensions (strain or energy-based FWE, time-based FWE, behavioral FWE, and psychological FWE), with three items in each dimension. Sample items included "The skills I use at home help me to better handle matters related to my business" (behavioral FWE) and "Because of my home life, I can distance myself from business-related matters in a pleasant way" (psychological FWE). **Family-to-business Support (FBS).** In order to fully capture specifically business-related emotional benefits, skills, and activities that could be gained from the family domain, four items developed by Powell and Eddleston (2013) were added to assess family-to-business support, which also align with instrumental family-to-work enrichment (Greenhaus, & Powell, 2006). Items included "When I'm frustrated by my business, someone in my family tries to understand", "Family members often go above and beyond what is normally expected in order to help my business succeed," "My family gives me useful feedback about my ideas concerning my business," and "Family members often contribute to my business without expecting to be paid". The Cronbach's alpha reliability estimates were .93 for FWE and were .88 for FBS.

Participants rated their experience using 5-point Likert-type response scale from 1 (strongly disagree) to 5 (strongly agree), with higher scores indicating more enrichment.

Delegation based Business and Family Role-sharing Strategy. For **business role delegation**, we modified Schriesheim, Neider, and Scandura's (1998) perceived supervision delegation scale to measure role-sharing strategy. Items were reworded to assess CEO perceptions of the business role delegation they received from their subordinates or employees in daily business operations, instead of from a supervisor's perspective. Evidence for strong convergent and discriminant validity, along with good criterion-related validity was reported by Schriesheim, Neider, and Scandura (1998). The measures have also shown to be temporally stable with good test-retest reliabilities, and highly reliable with coefficient alphas consistently exceeded .70 (Nunnally, 1978; Schriesheim et al., 1998). Final items in this study included "I let my employees make decisions by themselves without consulting with me", "I give my employees the authority to make their own decisions without any input from me", "I encourage my employees to make job-related decisions for themselves", "I give my employees specific areas where they make decisions on their own", and "I encourage my employees to make their own decisions". The Cronbach's alpha reliability estimate was .96 for business role delegation.

Four items were created for **family role delegation** to measure to what extent respondents would use outsources to share their family responsibilities. Since female entrepreneurs value both of their family and business roles and cannot give up on either of the roles, the optimum choice for them to fulfill family

responsibilities would be seeking help from friends and/or other family members, and/or hiring assistance to delegate family tasks or duties (Hornsby, & Kuratko, 2003; 1990; Shelton, 2006). Therefore, the first three items out of four were created as “I rely on others to fulfill home or family duties”, “I seek assistance with home or family duties”, and “I get help to care for my family or accomplish household duties”. The last item (“I use outside services to fulfill home or family obligations (such as eating out, meal service, laundry service)”) was added based on Skinner & McCubbin’s (1982) scale to capture a broader concept of “help” that could be possibly gained from other external resources. Respondents were asked to indicate how often they used each of the actions to manage the demands of their business, and the demands of their family or home life. Response options included always, very often, fairly many times, occasionally, and none of the time. The Cronbach’s alpha reliability estimate was .87 for family role delegation.

Theory of Planned Behaviour. Since no known measure exists that fits female entrepreneurship context, we created items to measure intention, attitude, perceived control, as well as subjective norms underlying the theory of planned behaviour by Ajzen (1985; 1991).

“Attitudes develop reasonably from the beliefs people hold about the object of the attitude” (Ajzen, 1991, P. 191). In this study, an entrepreneur’s **attitude** toward business growth concerns the entrepreneur’s favourable or unfavourable evaluation of the idea of growing the business. Therefore, nine items were created including “The thought of growing my business pleases me”, “I would be happy to grow my

business”, “I like the idea of growing my business”, “Growing my business would be a good thing”, “I think about how nice it would be to grow my business”, “I enjoy thinking about growing my business”, “Growing my business is something I would consider in the future”, and “Growing my business would be beneficial”. The first two items were adapted from Kothandapani’s (1971) scale by rewording to be applied in the entrepreneurship context. Respondents indicated how much they agreed with a 5-point Likert-type response scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach’s alpha reliability estimate was .96.

Perceived control over business growth represents female entrepreneurs’ beliefs in whether it would be easy or difficult for them to grow the business. Inspired by Orser & Hogarth-Scott (2002) and Kothandapani (1971), nine items were created as “I believe that I am able to grow my business”, “I have the capability to grow my business”, “I could grow my business if I wanted to”, “Expanding my business would be achievable”, “I have what it takes to grow my business”, “I have the knowledge and skills to expand my business if I wanted to”, “I have the resources I would need to grow my business”, “I have sufficient experience to grow my business if I wanted to”, and “My business would expand successfully if I were to seek growth”. Respondents were asked how much they agreed with a 5-point Likert-type response scale ranging from 1 (strongly disagree) to 5 (strongly agree) ($\alpha = .87$).

Inspired by Cliff (1998), four items of business **growth intention** were created as: “How likely is it that you will grow your business in the next two years?”, “How likely is it that you will seek out opportunities for growing your business in the next

two years?”, “How likely is it that you will do what is necessary to grow your business over the next two years?”, and “How likely is it that you will devote the necessary time and energy to growing your business over the next two years?”, because intention to grow the business captures how hard the entrepreneur is willing to try to grow her business, and because business opportunity exploitation is considered to be central to key decisions in the entrepreneurial process (Shepherd, Williams, & Patzelt, 2015). Respondents indicated how likely they would be involved in the activities in the next two years, with a seven-point Likert-type response scale ranging from “Highly Unlikely” to “Highly Likely” ($\alpha = .97$).

Control variables. As one dimension of the Theory of Planned Behaviour model, the variable subjective norms was controlled to account for the influence of important people on female entrepreneurs’ business growth decision-making, and to examine the unique variance explained by the other two predictors (i.e., attitude and control). We modified a one-item measure from Laschinger, & Goldenberg (1993) accessing healthcare, by rewording the item to fit in the entrepreneurial context: Most people who are important to me think that I should grow my business. In order to increase the reliability of the measure, five more items were adapted based on Beck, & Ajzen’s (1991) and Schifter, & Ajzen’s (1985) subjective norms scale to reduce random error. Items included “People I am close to want me to grow my business”, “Growing my business would please those who are important to me”, “People I am close to would support me if I were to grow my business”, “Most people who are important to me would be proud of me if I were to grow my business”, and “Important others in my life would approve of me growing my

business". These six items were averaged to yield a subjective norms score, with higher values indicating more social pressures from important people in life on business growth decision ($\alpha = .93$). Respondents indicated how much they agreed using a 5-point Likert-type response scale ranging from 1 (strongly disagree) to 5 (strongly agree).

4.3 Pilot Study

A quantitative pilot study was conducted to examine whether the measures created for the Theory of Planned Behaviour were clear and accurate indicators of their respective underlying constructs, including intention, attitude, perceived behavioural control and subjective norms. This study aided to refine the measures to be used in the final questionnaire and improve the internal validity of the measures. In total, 9 entrepreneurship professors and active entrepreneurs completed the study. They were asked to complete an online sorting exercise by associating each item with one of the four possible concepts based on the given definition. When the item was not clearly an example of any of the four categories, "not sure" was selected.

4.4 Results

Pilot study

Table 1

Pilot Study Results

#	Answer	Attitude	Perceived Control	Subjective Norms	Intention	Not Sure
1	I like the idea of growing my business.	8	0	0	1	0
2	Growing my business would be a good thing.	8	0	0	1	0
3	I would be happy to grow my business.	7	0	0	2	0
4	The thought of growing my business pleases me.	9	0	0	0	0
5	I think about how nice it would be to grow my business.	7	0	0	2	0
6	I enjoy thinking about growing my business.	7	0	0	2	0
7	Growing my business is something I would consider in the future.	4	0	0	4	1
8	Growing my business would be beneficial.	7	1	1	0	0
9	I believe that I am able to grow my business.	3	6	0	0	0
10	I have the capability to grow my business.	0	9	0	0	0
11	I could grow my business if I wanted to.	3	5	0	1	0
12	Expanding my business would be achievable.	2	7	0	0	0
13	I have what it takes to grow my business.	3	6	0	0	0
14	I have the knowledge and skills to expand my business if I wanted to.	0	8	0	1	0
15	I have the resources I would need to grow my business.	0	9	0	0	0
16	I have sufficient experience to grow my business if I wanted to.	1	7	0	1	0
17	My business would expand successfully if I were to seek growth.	4	5	0	0	0
18	Most people who are important to me think that I should grow my business.	0	0	9	0	0
19	People I am close to want me to grow my business.	0	0	9	0	0
20	Growing my business would please those who are important to me.	1	0	8	0	0
21	Most people who are important to me would be proud of me if I were to grow my business.	0	0	9	0	0
22	Important others in my life would approve of me growing my business.	0	0	9	0	0
23	People I am close to would support me if I were to grow my business.	1	0	8	0	0
24	How likely is it that you will grow your business in the next two years?	1	2	0	6	0
25	How likely is it that you will seek out opportunities for growing your business in the next two years?	2	0	0	6	1
26	How likely is it that you will do what is necessary to grow your business over the next two years?	1	1	0	6	1
27	How likely is it that you will devote the necessary time and energy to growing your business over the next two years?	0	0	0	8	1

Table 1 displays how many times each item was placed within each group. In total, 72.22% of the intention items, 79.17% of the attitude items, 76.54% of the perceived behavioural control items, and 96.30% of the subjective norms items classified by the respondents fell within the corresponding constructs of TPB we created. Based on the results, control items and subjective norms items that were rated in the wrong categories more than twice were discarded from the final questionnaire, as indicated in yellow in Table 1. Especially, too many attitude and intention items overlapped in interpretation. Therefore, attitude items were recreated using semantic differential scale based on Netemeyer, Burton, & Johnston (1991) in order to distinguish from intention items. Intention items were reworded to statements format. The final version of the questionnaire can be accessed in the appendix.

Factor analysis – TPB & role-sharing strategy

A principal axis factor analysis (PAF) with direct oblimin factor rotation was conducted to explore the discriminant validity of the created TPB items and role-sharing strategy items. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy has a value of .875 for TPB, and .851 for strategy, which fall into the range of being great (Kaiser, 1974). The sample size is adequate for factor analysis. The Bartlett’s tests of sphericity were both significant (TPB: $\chi^2 (190) = 2630.20, p < .001$; Strategy: $\chi^2 (36) = 915.29, p < .001$), indicating that correlations between items were sufficiently large for PAF.

For TPB, four factors with eigenvalues over Kaiser’s criterion of 1 were identified, together explaining 75.76% of the variance across items. These factors corresponded to the four TPB constructs. Two factors were retained for strategy. The two factors corresponded to the role-sharing strategy constructs (business strategy and family strategy), explaining 74.39% of the total variance. Table 2 and Table 3 below show the factor loadings after rotation. All the items have no cross-loadings of .30 or higher. Results supported the discriminant validity of all the TPB items and the strategy items.

Table 2

Results of Principal Axis Factor Analysis of TPB Items (N=116)

Item	Attitude	Control	Norm	Intention
For me to grow my business in the next two years would be...-Beneficial:Harmful	-.95			
For me to grow my business in the next two years would be...-Favourable:Unfavourable	-.94			
For me to grow my business in the next two years would be...-Useful:Useless	-.91			

For me to grow my business in the next two years would be...-Wise:Foolish	-.81
For me to grow my business in the next two years would be...-Desirable:Undesirable	-.81
For me to grow my business in the next two years would be...-Good:Bad	-.75
I have the knowledge and skills to expand my business if I wanted to.	.88
Expanding my business would be achievable.	.84
I have the capability to grow my business.	.78
I have sufficient experience to grow my business if I wanted to.	.60
I have the resources I would need to grow my business.	.56
Most people who are important to me think that I should grow my business.	.84
People I am close to want me to grow my business.	.83
Most people who are important to me would be proud of me if I were to grow my business.	.79
Growing my business would please those who are important to me.	.79
Important others in my life would approve of me growing my business.	.79
I will seek out opportunities for growing my business in the next two years.	.99
I will devote the necessary time and energy to growing my business over the next two years.	.98
I will do what is necessary to grow my business over the next two years.	.88
I will grow my business in the next two years.	.79

Table 3

Results of Principal Axis Factor Analysis of Strategy Items (N=116)

Item	Business Delegation-based Strategy	Family Delegation-based Strategy
I let my employees make decisions by themselves without consulting with me.	.92	
I give my employees the authority to make their own decisions without any input from me.	.89	
I encourage my employees to make job-related decisions for themselves.	.90	
I give my employees specific areas where they make decisions on their own.	.84	
I encourage my employees to make their own decisions.	.96	

2. Norm	3.93	.83	.72**	1							
3. Attitude	5.09	2.28	.21*	.17	1						
4. Control	3.91	.79	.34**	.45**	.14	1					
5. WFC	2.49	.81	.15	.09	.04	-.14	1				
6. FWC	2.42	.91	.06	.01	-.05	-.15	.56**	1			
7. FWE	3.52	.75	.24*	.18	-.07	.22*	-.29**	-.25**	1		
8. Strategy-Business	2.76	1.14	-.09	-.05	-.07	.05	-.18	-.24**	.05	1	
9. Strategy-Family	3.25	1.14	.05	.14	.09	.07	.08	.03	.03	.21*	1
10. FBS	3.52	.98	.02	.13	-.08	.28**	-.09	-.28**	.33**	.43	-.01

Note. WFC = work-to-family conflict. FWC = family-to-work conflict. FWE = family-to-work enrichment. FBS = family-to-business support. *P< .05. **P< .01.

The correlation between both WF directions of conflict and the TPB variables are not significant. Family-to-work conflict was not significantly related to growth attitude ($r = -.05$, $p = .58$), so *hypothesis 1a* was not supported. Work-to-family conflict was also not significantly related to growth attitude ($r = .04$, $p = .70$), thus *hypothesis 1b* was not supported. In addition, family-to-work conflict was not significantly related to perceived behavioural control ($r = -.15$, $p = .12$), therefore *hypothesis 2a* was not supported. Work-to-family conflict was not significantly related to perceived behavioural control as well, so *hypothesis 2b* was not supported ($r = -.14$, $p = .13$). Furthermore, family-to-work conflict and work-to-family conflict were not significantly related to growth intention (FWC: $r = .06$, $p = .50$; WFC: $r = .15$, $p = .10$), so there was no need to test the mediation relationship between both directions of work-family conflict and growth intention through growth attitude. *Hypothesis 3a* was not supported. Because of the non-significant relationships

between both directions of work-family conflict and growth intention, there was also no need to test the mediation relationship between both directions of work-family conflict and growth intention through perceived behavioural control. *Hypothesis 3b* was not supported.

Also, the correlations of delegation-based role-sharing strategy and TPB variables were not significant, indicating no relationship between strategy and growth intention. As a result, there was no need to test for hypothesis 5 using a more elaborate regression-based method. *Hypothesis 5* was not supported.

Since only FWE is significantly related to growth intention ($r = .24, p = .01$) among WF variables, it is reasonable to expect that the relationship between FWE and growth intention may be significantly mediated by behavioural control perceptions. Since FBS is also significantly related to FWE ($r = .33, p = .00$) and control perceptions ($r = .28, p = .00$), it was included as a covariate in the subsequent analysis.

Regression analysis

Table 5

Regression Coefficients (N=116)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.172	.91		3.49	.00

Family support	-.11	.14	-.07	-.74	.46
Family-to-work enrichment	.62	.19	.33	3.33	.00
Work-to-family conflict	.37	.17	.25	2.24	.03
Family-to-work conflict	-.03	.16	-.02	-.15	.88

Dependent Variable: Growth Intention

Based on the regression results, work-to-family conflict ($\beta = .37, p = .03$) and family-to-work enrichment ($\beta = .62, p = .001$) were significant predictors of growth intention. However, work-to-family conflict showed reverse direction than expected ($\beta = .37$), indicating that the more work-to-family conflict a female entrepreneur experience, the more likely that she would grow her business. Female entrepreneurs' experience of family-to-work conflict and work-to-family conflict were not negatively related to their favourable attitude and perceived behavioural control.

PROCESS analysis

The rest of the study hypotheses (4a, 4b) were tested using ordinary least squares regression based mediation analysis using bootstrapping to estimate confidence intervals around indirect relationships, as recommended by Preacher, Rucker, and Hayes (2007). Growth intention was entered as dependent variable. Perceived behavior control over growth was entered as the mediator. Family-to-work enrichment was entered as independent variable. Family-to-business support and subjective norm were entered as control variables. The rest of variables in WF issues and TPB were not controlled to conserve degrees of freedom, considering the small sample size. Table 6 below provides results from PROCESS.

Table 6

Regression coefficients, total, direct, and indirect effects (N=116)

Variables	Control over	Growth Intention	Total effect on Intention	Direct effect on Intention	Indirect effect through control
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	Growth				
FWE	.08	.32	.45*(.11, .79)	.32(-.01, .66)	.05(-.04, .21)
FBS	.16*		.03(-.24, .31)	.05(-.23, .32)	
Subjective Norm	.39**	1.20**	-.14(-.51, .24)	-.17(-.55, .22)	
Control		.53**			

Note. FWE = family-to-work enrichment. FBS = family-to-business support.
*P< .05. **P< .01.

According to Table 6, there was non-significant relationship between FWE and perceived behavioural control over growth ($\beta = .08 [-.10, .27]$, $p = .36$), and family-to-business support was not significantly related to growth intention ($r = .02$, $p = .85$), so *hypothesis 4a* was not supported. Female entrepreneurs' experience of family-to-work enrichment and support were not positively related to their perceived behavioural control. Also, the indirect effect of FWE on growth intention through perceived behavior control over growth was not significant ($b = .05$, BCa CI $[-.04, .21]$). Thus, *hypothesis 4b* was not supported. Female entrepreneurs' perceived behavioural control over growth did not mediate the relationship between WFE/support and growth intention.

Even though the relationships between FWE and the TPB (Perceived behavioural control over growth, Growth Intention) were not significant, FWE was a significant predictor when FEW regressed directly on the growth intention. In addition, subjective norm was positively related to female entrepreneurs' growth intentions ($\beta = 1.20 [.98, 1.42]$, $p = .00$), indicating the degree to which they believe that important people in their lives want them to grow their business seems highly salient to their growth intention. Considering that these important people could

possibly include family members (e.g., spouse), the female entrepreneurs' family domain may be a very powerful determinant of their growth intention.

5. Discussion

Since there has been very little work that has clearly integrated research on business growth with research on the work-family interface, this thesis was aimed to further integrate WF issues with growth intentions of female entrepreneurs. Overall, our results suggest that, family-to-work enrichment related to female entrepreneurs' growth intentions but not through their perceived behavioural control. Important family members who want female entrepreneurs to grow their business may influence their growth intentions.

In addition, this particular data suggested little association between both directions of WF and growth-related attitude, perceptions of control, or intention. The data also implied little connection between delegation-based role-sharing strategy and growth intentions. The reason why WF conflict and role-sharing strategy could not explain variation in female entrepreneur's growth intention through entrepreneurial attitude and perceived behavioural control may be due to our small sample size and the sample structure. The data collection process took more than six months across several organizations, since it was challenging to find female entrepreneurs in Canada who have both family and business demands. The relatively small sample of 116 limits the generalizability of the study results. Moreover, 34.60% of the participants have had their business for less than 3 years, and 47.60% have had their businesses for less than 5 years. Almost half of the study sample were young businesses and the majority of the sample highly focused on

business growth, with 71% high-growth oriented female entrepreneurs. Because of the range restriction of business growth intention, it was difficult to find significant results. If the goal of young businesses is to survive, then female entrepreneurs have limited options and have to continuously seek business growth. Therefore, WF issues are not likely to have an influence on growth intention. This may explain the reason why growth intention is independent from WF issues in this particular study, considering the nature of the sample.

5.1 Limitations

Several limitations in this study need discussion. First of all, the sample size, especially the number of early-stage businesses included in the study cannot be assumed to be a good representative of the entire Canadian female entrepreneurs and their family and business demands. The small sample size also makes it difficult to reach significant results. It would be more ideal to include more data and companies that are over 5 years old.

Then, we did not measure specifically who are the important others that female entrepreneurs considered would be influential on their business growth decisions. They may be accountant, banker, client, partner, and spouse, as indicated by Orser & Hogarth - Scott (2002). By asking to which level different types of important others affect female entrepreneurs' growth decision could further help to establish the influences of family members on their growth intentions.

Next, the responses were obtained through online survey and were 100% self-reported. Participants may answer the survey without fully understanding the meanings, or fully aware of their state of being when completing the survey. Also,

our data was correlational, so causal conclusions cannot be drawn from the study. Future research may conduct a longitudinal study to look at the WF issues over a longer period of time.

Lastly, one factor that may influence the study results was not excluded: whether the female entrepreneur's business is the major source of family income. If so, the female entrepreneur may have to grow her business to support her family, which may override the need to take care of her kids/husband/elder family members. It may be more precise to exclude female entrepreneurs whose businesses are the primary source of family income.

5.2 Conclusion & Contribution

This thesis provided new insight into work-family interface and female entrepreneurship. Different from prior research that explored the relationship between WF issues and the actual business growth (e.g., Powell, & Eddleston, 2013), this thesis first examined the relationships between WF issues and the growth intentions of female entrepreneurs, adapting the Theory of Planned Behaviour (Ajzen, 1991). Based on the Theory of Planned Behaviour (Ajzen, 1991), subjective norm may be a stronger indicator of growth intention. For female entrepreneurs, the opinions of important others in their lives are more likely to influence their business growth decisions and their confidence, which is aligned with previous studies (e.g., Orser, & Hogarth-Scott, 2002). Based on the study results, the more family-to-work enrichment a female entrepreneur experience, the higher growth intention she is likely to have toward her business. The family domain may also be more important for female entrepreneurs' business growth in terms of the opinions

of their family members.

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Appendix A

Q1 What is your gender?

- Male
- Female

Q2 Do you currently own or co-own a business?

- Yes
- No

Q3 In your position would you be able to decide whether or not to grow or expand your firm?

- Yes
 No

Q4 How many school-aged children do you have? Please select a number for each row category.

	0	1	2	3	4 or more
Children aged 0-5 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children aged 6-10 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children aged 11-15 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children aged 16 or older	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5 What is your current marital status?

- Married or co-habiting
 Unmarried, separated, or single

Q6 How many elderly parents or close family members do you have who require weekly care?

- 0
 1
 2
 3
 4 or more

Q7 Thank you for volunteering to participate in our survey. Unfortunately, you do not meet one of the survey requirements. Again, we thank you for your time! Please click the '>>' button to complete this survey.

Q8 Please indicate your current age, in years.

Q9 Highest academic level completed:

- Secondary education
 Some university or college
 University (undergraduate) or college degree
 Masters (MA, MSc, MBA, etc.)
 PhD or Doctorate
 Other (Please specify) _____

Q10 What is your current marital status?

- Married or co-habiting
 Unmarried, separated, or single

Q11 How many elderly parents or close family members do you have who require weekly care?

- 0
- 1
- 2
- 3
- 4 or more

Q12 How much experience do you have working in the industry that your current business is associated with?

	Years	Months
Work experience		

Q13 When was the business that you currently run and own (or co-own) founded? Please specify the year.

Q14 How many hours do you devote to your business in a typical week?

- Less than 20
- 20-34
- 35-44
- 45-54
- 55-64
- More than 64

Q15 What is your firm's main line of business?

- Communications
- Media
- Technology
- Wholesale/Retail
- Transportation service
- Professional service (such as accounting, legal, and management consulting)
- Entertainment
- Hospitality/tourism
- Healthcare
- Waste disposal
- Financial services
- Gambling
- Franchising
- Education
- Other (Please specify) _____

Q16 How many family members are working in your business?

- Children
- Partner / Spouse
- Siblings
- Cousins
- Parents
- Niece / Nephew
- Uncle / Aunt
- Grandparents
- Other

Q17 How many full-time employees does your business currently employ? Please check the appropriate range.

- 0
- 1-9
- 10-19
- 20-49
- 50-99
- 100-299
- 300-499
- 500 or more

Q18 Do you have a home-based business? (The business primarily operates from your home).

- Yes
- No

Q19 A "lifestyle" entrepreneur owns and operates a business in order to strike a good balance of activities in life, and not for the sole purpose of making profits. Would you consider yourself a lifestyle entrepreneur?

- Yes
- No

Q20 A “growth-oriented” entrepreneur is highly focused on growing his or her business. Would you consider yourself a growth-oriented entrepreneur?

- Yes
- No

Q21 In which country is your business located?

- Canada
- USA
- UK
- Other country (Please specify) _____

Q22 Please indicate how much you agree with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My business keeps me from my family activities more than I would like.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time I must devote to my business keeps me from participating equally in the household responsibilities and activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have to miss family activities due to the amount of time I must spend on business responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After a day's work in my business, I often come home too frazzled to participate in family activities / responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am often so emotionally drained when I get home from business that it prevents me from contributing to my family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Due to all the pressures of my business, sometimes when I come home I am too stressed to do the things I enjoy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q23 Please indicate how much you agree with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The time I spend on family responsibilities often interfere with my business responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time I spend with my family often prevents me from spending time on activities that could be helpful to my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have to miss business activities due to the amount of time I must spend on family responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Due to stress at home, I am often preoccupied with family matters when trying to run my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because I am often stressed from family responsibilities, I have a hard time concentrating on my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tension and anxiety from my family life often weakens my ability to effectively run my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q24 Please indicate how much you agree with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Because I relax and regain my energy at home, I can better focus on running my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because I relax and regain my energy at home, I can better concentrate on running my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After undertaking activities at home, I often arrive at work in a good mood, which has a positive effect on the atmosphere in my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of the time I spend on my home life, I enjoy running my business more.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of time I spend on my home life, stimulates me to use my time in my business effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>Because of my home life, I am better able to limit my business responsibilities.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Because I have to plan my time at home, I also use my time in my business more effectively.</p> <p>Because of the things I learn at home I also function better in social contacts in my business.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q25 Please indicate how much you agree with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The skills I use at home help me to better handle matters related to my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of my home life, I am more able to put business-related problems aside.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of my home life, I am more able to put business-related matters into perspective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of my home life, I can distance myself from business-related matters in a pleasant way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I'm frustrated by my business, someone in my family tries to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>Family members often go above and beyond what is normally expected in order to help my business succeed.</p>	○	○	○	○	○
<p>My family gives me useful feedback about my ideas concerning my business.</p> <p>Family members often contribute to my business without expecting to be paid.</p>	○	○	○	○	○

Q26 Please indicate how much you agree with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Because I run a business, I enjoy my time at home more.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of time I spend running my business, stimulates me to undertake enjoyable activities in the time I spend on my home life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because I run a business, I am better able to limit the responsibilities I take on at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I get home from my business, I often feel energized, making me feel more like participating in activities / responsibilities at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I get home from my business, I often feel emotionally recharged, enabling me to make a better contribution at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When I get home from my business, I am often in a good mood, which has a positive effect on the atmosphere at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q27 Please indicate how much you agree with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Because of the way I run my business, I also use my time at home more effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of the things I learn from running my business, I also function better in social contacts at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The skills I use in running my business help me to better handle matters at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of my business, I am more able to put home-related problems aside.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of my business, I am more able to put home-related matters into perspective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q29 Thinking about your business, please indicate how much you agree with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I have the capability to grow my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expanding my business would be achievable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the knowledge and skills to expand my business if I wanted to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the resources I would need to grow my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have sufficient experience to grow my business if I wanted to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most people who are important to me think that I should grow my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

People I am close to want me to grow my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing my business would please those who are important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most people who are important to me would be proud of me if I were to grow my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Important others in my life would approve of me growing my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q30 Please indicate how often you use each of the following actions to reduce the demands that your business places on you.

	Always	Very Often	Fairly Often	Occasionally	None of the Time
I let my employees make decisions by themselves without consulting with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I give my employees the authority to make their own decisions without any input from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage my employees to make job-related decisions for themselves.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I give my employees specific areas where they make decisions on their own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage my employees to make their own decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q31 Please indicate how often you use each of the following actions to reduce the demands that your family or home life places on you.

	Always	Very Often	Fairly Often	Occasionally	None of the Time
I use outside services to fulfill home or family obligations (such as eating out, meal service, laundry service).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I rely on others to fulfill home or family duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I seek assistance with home or family duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get help to care for my family or accomplish household duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

